

HEADQUARTERS  
UNITED STATES EUROPEAN COMMAND  
UNIT 30400, BOX 1000  
APO AE 09128

STAFF MEMORANDUM  
NUMBER 125-2

14 December 1998

**INSPECTION**

Command Inspection Program

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\*1. **Summary.** To prescribe procedures and assign responsibilities for command inspections and assessments of USEUCOM directorates, organizations, and other subordinate activities.

\*2. **Applicability.** This Staff Memorandum applies to all ECIG personnel, EUCOM staff directorates and agencies/activities subject to inspection.

\*3. **Internal Control Systems.** This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

\*4. **Suggested Improvements.** The proponent for this Directive is the Inspector General. Suggested improvements should be forwarded to HQ USEUCOM/ECIG, Unit 30400, Box 1000, APO AE 09128.

5. **References.**

a. DoDD 5106.4, Inspectors General (IG) of the Unified and Specified Combatant Commands.

b. AR 1-201, Army Inspection Policy.

c. AR 20-1, U.S. Army Inspector General.

d. ED 125-4, Mission, Function and Inspection Procedures of the USEUCOM Inspector General.

\*e. USEUCOM Inspection Guides.

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This Staff Memorandum supersedes SM 5-23, dated 5 Mar 96.

\*6. **General**. In accordance with references, the Inspector General is responsible for conducting command inspections on an announced basis. The annual inspection schedule is coordinated with both the inspected units and the USEUCOM staff, and approved by the DCINC. The general purpose of these inspections is to assess the effectiveness of HQ USEUCOM assessment and assistance programs and the operational/administrative effectiveness and efficiency of subordinate activities. Inspections may be tailored to include issues raised by HQ USEUCOM or the inspected activity. Inspection areas, frequency, and general focus are contained in reference d. Inspection criteria are contained in reference e.

\*7. **Team Organization**. EUCOM Inspector General inspection teams will be composed wholly of inspectors general except as augmented in reference d.

8. **Responsibilities**. Responsibilities are listed below. Detailed procedures are at Appendix A.

a. The Inspector General will:

(1) Annually recommend, for DCINC approval, an inspection schedule to meet the objectives as stated in references a. and d.

\*(2) Coordinate and supervise command inspections of directorate assessment programs and other USEUCOM subordinate activities in accordance with listed references.

\*(3) Coordinate, maintain, and revise, as appropriate, references d and e.

(4) Designate an inspection Team Chief sufficiently in advance (normally 90 days prior to the planned inspection) to enable final coordination of the inspection details with the inspected activity.

\*(5) Ensure coordination with directors/office chiefs detailed in Appendix A.

\*(6) Ensure alerting and administrative messages are sent to the activity to be inspected at least 60 and 30 days, respectively, prior to the inspection.

(7) Oversee on-site inspection and make official visits with selected U.S. Embassy, senior U.S. and host nation military officials, as deemed necessary, to obtain inputs regarding unit mission accomplishment and support of U.S. country team efforts.

\*(8) Provide a report of inspections results through the Chief of Staff to the DCINC. Brief as required.

(9) Ensure complete follow-up actions are taken on findings and recommendations contained in approved inspection report as follows:

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(a) Forward inspection findings to other agencies for corrective actions, as appropriate.

\*(b) Provide findings summary information to the responsible directorate, as appropriate.

(c) Ensure responses to corrective action requests are forwarded to USEUCOM staff for comment.

(d) Monitor and/coordinate with the functional directorates the adequacy of corrective action.

c. USEUCOM Directors/office chiefs will:

\*(1) Provide ECIG a copy of directorate/staff agency assessment and staff assistance program schedules NLT 30 June of each year. ECIG will be notified immediately of schedule changes, as the DCINC-approved annual ECIG schedule is based upon directorate/staff agency schedules.

\*(2) Provide ECIG copies of applicable assessment program guidance, planning, and execution tools.

\*(3) Provide ECIG a copy of directorate/staff agency assessment and assistance reports to include required or recommended corrective action and corrective action updates.

\*(4) Identify NLT 90 days prior to the conduct of an assessment or assistance visit, any requirement for ECIG augmentation to a directorate/staff agency team.

(5) Ensure review of office files pertaining to activities to be inspected and a determination is made if any subject areas warrant further examination or inspection by the team.

(6) Attend pre-departure IG team brief meetings to offer insights/expertise concerning the unit being inspected.

(7) Ensure follow-up of assigned corrective actions resulting from command inspections and advise ECIG of status.

(8) Review and update existing inspection guides and develop staff specific portions of new inspection guides.

d. The ECIG Team Chief is directly responsible for all aspects of the inspection including logistic, administrative, and travel arrangements, and all correspondence, documents, and messages related to the inspection. On-site, the Team Chief is in charge of the detailed conduct and progress of the inspection. The Team Chief will:

(1) Develop the team's overall inspection concept and plan. Coordinate with the inspected unit and the directors/office chiefs for specific tailoring of the inspections.

(2) Coordinate team composition, as required.

\*(3) Announce the time and place of the initial team meeting.

\*(4) Prepare and transmit to the activity to be inspected the alerting (I-60) and administrative (I-30) messages, 60 and 30 days prior to inspection.

(5) Conduct team meetings, as required, providing all details concerning procedures for inspection preparation, conduct, and report.

(6) Request advice and assistance from directors/office chiefs, as required, for all phases of the inspection.

(7) Collect and review team members' inspection plans, and provide to the Inspector General for approval. Coordinate office calls with the Inspector General as required.

(8) Ensure accomplishment of required logistic and administrative support; i.e., request orders, coordinate passport/visa provisions, immunization requirements, hotel and transportation, and security clearance notifications.

\*(9) Orchestrate the inspection at the activity and prior to departure lead the inspection outbrief given to the activity chief.

(10) Monitor/follow-up corrective actions. Upon completion of all corrective actions, forward a close out letter to the inspected activity.

(11) Ensure publication of general findings in appropriate distribution media.

e. Team members will:

(1) Accomplish necessary research prior to the inspection, including review of previous inspection/audit/other reports and coordination with the inspected activity and USEUCOM personnel.

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(2) Prepare written inspection plan to thoroughly cover assigned inspection responsibilities. Submit inspection plan to Team Chief.

(3) Brief the IG and Team Chief on inspection plan, as required.

(4) Carry out assigned portions of the inspection and provide continuous feedback to the IG and Team Chief concerning status. Backbrief counterparts on inspection results on a daily basis. Attend daily team meetings and provide "crossfeed" to other inspectors.

\*(5) Provide written inspection results daily to the Team Chief.

(6) Brief activity chief and personnel on results of assigned portion of inspection during inspection outbrief.

(7) Perform additional tasks as assigned by the Team Chief.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN  
Lieutenant General, USA  
Chief of Staff

SUSAN M. MEYER  
LTC, USA  
Adjutant General

DISTRIBUTION:  
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APPENDIX A - Detailed Procedures



## Appendix A

**Detailed Procedures****A-1. General Schedule for Command Inspections.**

- \* a. Annually, the Inspector General develops a proposed 12-month master schedule of command inspections for the next fiscal year (FY). The ECIG schedule is based upon directorate/staff assessment and assistance schedules, recurring (i.e., 24-30 month) command inspections of EUCOM subordinate activities (e.g., Marshall Center, Joint Analysis Center, EUCOM Flight Detachment, and the NATO School), and those required inspection activities detailed in references a. and d.
- \* b. During the 4<sup>th</sup> quarter of each FY, ECIG sends the first draft schedule by message to directorates for their review, deconfliction of dates and concurrence. Scheduling desires of the unit will be honored when possible. Consideration will be given to other commitments, exercises, etc., that might conflict with the command inspection schedule.
- \* c. After comments are received the USEUCOM staff, ECIG revises the schedule as required. ECIG then forwards this revised, coordinated, 12-month command inspection plan through the Chief of Staff to the DCINC for approval.

**A-2. Alerting Message.** Sixty days prior to an inspection, ECIG sends an alerting message to the inspected activity confirming specific inspection dates and soliciting identification of any issues of special interest. This message also keys the activity to conduct a self-inspection using the applicable inspection guide (reference e).

**\*A-3. Administrative Message.** ECIG sends a follow-up administrative message to the inspected unit approximately 30 days before the inspection. The message confirms the inspection dates, provides team members' names and inspection areas, and provides the team's specific travel arrangements. Additionally, it requests that the activity arrange for billeting, a proposed schedule of office calls, a preinspection briefing, and an IG assistance period to be scheduled during the inspection.

**\*A-4. Team Meeting(s).** ECIG sends a memo to the USEUCOM staff approximately 30 days prior to the inspection which announces the team meeting which will occur approximately two weeks prior to the inspection. The following items are addressed in the team meeting.

- a. Security and threat briefing/orientation with participation by ECSM, ECJ2, and others, as required.

## Appendix A

**Detailed Procedures**

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b. Unit overview (mission, functions, organization, manpower, issues and concerns.) For Security Assistance Organization inspections, the ECJ4 country desk officer additionally briefs the important aspects of the host country environment and factors bearing on the conduct of the inspection. For Military Liaison Teams, ECJ5 country desk officer (or ECJ5 Joint Contact Team Program representative) additionally briefs the important aspects of the host country environment and factors bearing on the conduct of the inspection.

c. Preparation required by team members. The Team Chief outlines the basic preparations required by inspection team members which include:

- (1) Review, in detail, of applicable sections of the inspection guide (reference e);
- (2) Identification of information to be researched/reviewed at USEUCOM/home station prior to the on-site inspection;
- (3) Compilation of pertinent directives, plans, and other data necessary to perform inspection tasks at the inspected activity;
- (4) Review of past inspection, audit, and staff assistance/other visits reports;
- (5) Coordination with inspected unit counterpart to identify any issues or concerns, as well as to discuss overall programs;
- (6) Development of a written inspection plan which details the planned coverage/timing for the accomplishment of inspector responsibilities during the inspection.

d. Special areas for inspection. The Team Chief will address these and designate the individual(s) responsible to review them during the inspection. These individuals will be responsible for accomplishing the necessary preparations to ensure the special areas will be reviewed thoroughly. Some items require component command inputs or participation, and should be reviewed carefully (e.g., flying activities, logistic support of the activity, and financial support/problem areas).

e. Team Chief guidance. The Team Chief reviews the purpose and the procedures for the inspection.



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f. Schedule of events. The Team Chief addresses key events, placing emphasis on individual responsibilities and the need for coordinated activity and communication. These include the inbrief, inspector daily reports, daily team meetings, office calls, counterpart backbriefs and inspection results outbrief.

g. Team discussion period, as required.

h. Administrative details. During the team meeting, the following items are addressed.

(1) TDY orders and submission of vouchers.

(2) Passport, visa, immunization requirements.

(3) Administrative requirements at the activity.

(4) Billeting requirements and security clearances.

(5) Detailed schedule of events for the conduct of the inspection at the activity.

A-5. Inspection Plans. The Team Chief reviews the inspection plans and obtains clarification when necessary.

\*A-6. On-Site Inspection. The Team Chief supervises and coordinates all aspects of the inspection at the activity. The Team Chief is responsible for controlling the inspection, ensuring the inspection timetable is met, solving problems that arise, reviewing all draft daily inputs, and reviewing the individual exit briefings given to the activity. The exit briefing consists of a comprehensive list of findings, observations and commendables as recommended by each team member and approved by the IG/Team Chief.

A-7. Approval of Final Report. Within five working days of the return of the team to USEUCOM a SSRS will be submitted for DCINC approval and CoS assignment of corrective actions. The SSRS package will contain the following:

a. Staff Summary Routing Sheet containing a brief summary of the report.

b. DCINC's Endorsement (TAB 1).

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- c. CoS tasking memorandum, if applicable (TAB 2).
  - d. Report (enclosure 1 to DCINC's Endorsement) (TAB 3).
  - e. Recommended 4-star letters of appreciation to be signed by the DCINC (as appropriate) (TAB 4).
- A-8. Forwarding Approved Report. ECIG distributes the final report to the inspected activity and USEUCOM staff OPR for comment and corrective action.
- A-9. USEUCOM Staff Reply to Report. USEUCOM directorates/staff offices are responsible to provide corrective action reports on applicable double asterisked (\*\*) findings to ECIG. Actual suspense date is indicated on transmittal/corrective action tasking memoranda.
- A-10. Inspected Unit Reply to Report. The inspected unit is responsible to provide corrective action reports on single asterisked (\*) findings to ECIG. Actual suspense date is indicated on transmittal/corrective action tasking memoranda. Corrective action response time includes mailing time to and from the activity and is a "not later than" requirement. Exceptions may be made to the above timing to ensure the activity has sufficient time to respond.
- A-11. USEUCOM Review of Reply. Upon receipt of the inspected activity's response, ECIG requests staff comments concerning the adequacy and acceptability of corrective actions proposed or taken. After reviewing the corrective action response and USEUCOM staff comments, ECIG either closes the finding or modifies the suspense and requests additional information. ECIG also informs the corrective action's originator of the ECIG action taken, and what, if any action, remains to be completed.
- A-12. Follow-up Actions. Follow-up actions on all open items should be carried out by USEUCOM staff activities concerned. ECIG will monitor and request status updates until action is closed.
- \*A-13. Conduct of Over-The Shoulder (OTS) Inspections. ECIG will conduct OTS inspections during the execution of the Command Inspection Program. Such inspections will be coordinated and annotated on the annual inspection calendar. The conduct of an OTS inspection (i.e., observing the assessment team) requires a different coordination process. Specifically, the directorate team conducting the assessment will:

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- a. Provide ECIG copies of all alert/notification messages forwarded to the unit to be inspected/assessed.
- b. Coordinate with the ECIG inspector general who will conduct the OTS for administrative (e.g., travel and billeting) and execution (e.g., inspection itinerary) arrangements.
- c. Conduct a face-to-face pre-inspection meeting to:
  - (1) Familiarize the ECIG representative with mission, operational, personnel, and other factors that have a bearing on the inspection.
  - (2) Review assessment itinerary and identify areas of interest or conflict that may exist.
  - (3) Discuss assessment methodology and materials/tools to be used in the assessment.
  - (4) Review assessment team composition and inspector area(s) of responsibility.
- d. Conduct a post-assessment meeting to:
  - (1) Resolve any outstanding issues or questions.
  - (2) Provide feedback to the directorate team chief leading the assessment team.

**\*A-14. OTS Report.**

a. The results of OTS inspections will be consolidated and published on a quarterly basis as part of the ECIG Quarterly Report. The report will address HQ EUCOM assessment program effectiveness and compliance and/or systemic trends. The report and transmittal SSRS will be submitted through the Chief of Staff for DCINC review. As required, a memorandum for CoS signature assigning corrective actions will be included.

Note: ECIG will forward to the responsible directorate on a quarterly basis a more detailed report of assessment program effectiveness. Recommendations will be provided as appropriate. No corrective action or follow-up reports are required in response to the recommendations provided.

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b. USEUCOM directorates/staff offices are responsible to provide corrective action reports on applicable double asterisked (\*\*) findings to ECIG. Actual suspense date is indicated on transmittal/corrective action tasking memoranda.

c. Upon receipt of the inspected activity's response, ECIG requests staff comments concerning the adequacy and acceptability of corrective actions proposed or taken. After reviewing the corrective action response and USEUCOM staff comments, ECIG either closes the finding or modifies the suspense and requests additional information. ECIG also informs the corrective action's originator of the ECIG action taken, and what, if any action, remains to be completed.

d. Follow-up actions on all open items should be carried out by USEUCOM staff activities concerned. ECIG will monitor and request status updates until action is closed.

\*A-15. ECIG Augmentation to Directorate Assessment/Assistance Teams. As stated in reference e., directorates may request ECIG augmentation to an assessment team. ECIG inspectors general can serve as a functional area evaluator (e.g., logistics, administration and personnel, security assistance, command interest items) or solely as an inspector general (e.g., for the conduct of inspector general assistance sessions). As with OTS inspections, coordination for this ECIG role will differ from other inspections.

a. ECIG will forward, in response to a directorate request for augmentation, the name and personal data required for alert and country clearance.

b. ECIG augmentee will participate as any other team augmentee and will be responsible to the assessment team chief.

\*A-16. Augmentation Reports. The ECIG augmentee will prepare and submit written reports as directed by the directorate assessment team chief and/or stipulated in governing assessment program directives. No separate-channel ECIG report will be prepared or submitted.

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